



Quality of Life Plan

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Town of Fishers Quality of Life Plan documents and records are maintained in the OnBase file system. Printed documents are not controlled or updated.



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I. Mission Statement

Fishers as an organization strives to provide its citizens with one of the best communities to live, work, learn, and play. The Town of Fishers recognizes the need for environmental appreciation through:

- Encouraging best management practices
- Committing to compliance with requirements and voluntary commitments
- Pollution prevention
- Continuous environmental improvement
- Continual sharing of environmental decisions and performance information with community; and
- Recognizing the relationship between economics and the environment

A signed copy of the mission statement adopted as a Resolution is included as Attachment A.

II. Responsibilities Defined

CLEAN Community Task Force

The Town of Fishers CLEAN Community Taskforce members, in collaboration with other Town employees, are responsible for identifying areas where the organization is having an adverse affect on the environment either through our actions or through our lack of action.

The taskforce is ultimately responsible for the development of the Quality of Life Plan that will encompass the areas for improvement that have been selected by the committee. The members will be responsible for developing action plans and implementation strategies for each of the areas that are selected. The taskforce will be responsible for the completion and submission of the IDEM CLEAN Community Challenge designation application. The taskforce will also be charged with maintaining the designation by continually evaluating and adjusting or expanding current initiatives to accomplish the desired outcomes stated in the taskforce's mission.

Town Manager

The Town Manager is responsible for setting the overall scope of the committee. The Town Manager will serve as a policy advisor to the taskforce, and the taskforce will consult with the Town Manager on broad policy issues.



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Assistant to the Town Manager

The Assistant to the Town Manager acts as the chairman of the taskforce. The Assistant to the Town Manager is responsible for coordinating the taskforce meetings. The position is also responsible for setting the agendas of the meeting. Finally this position serves as a liaison to the IDEM representatives, Chamber of Commerce, and the various civilian groups.

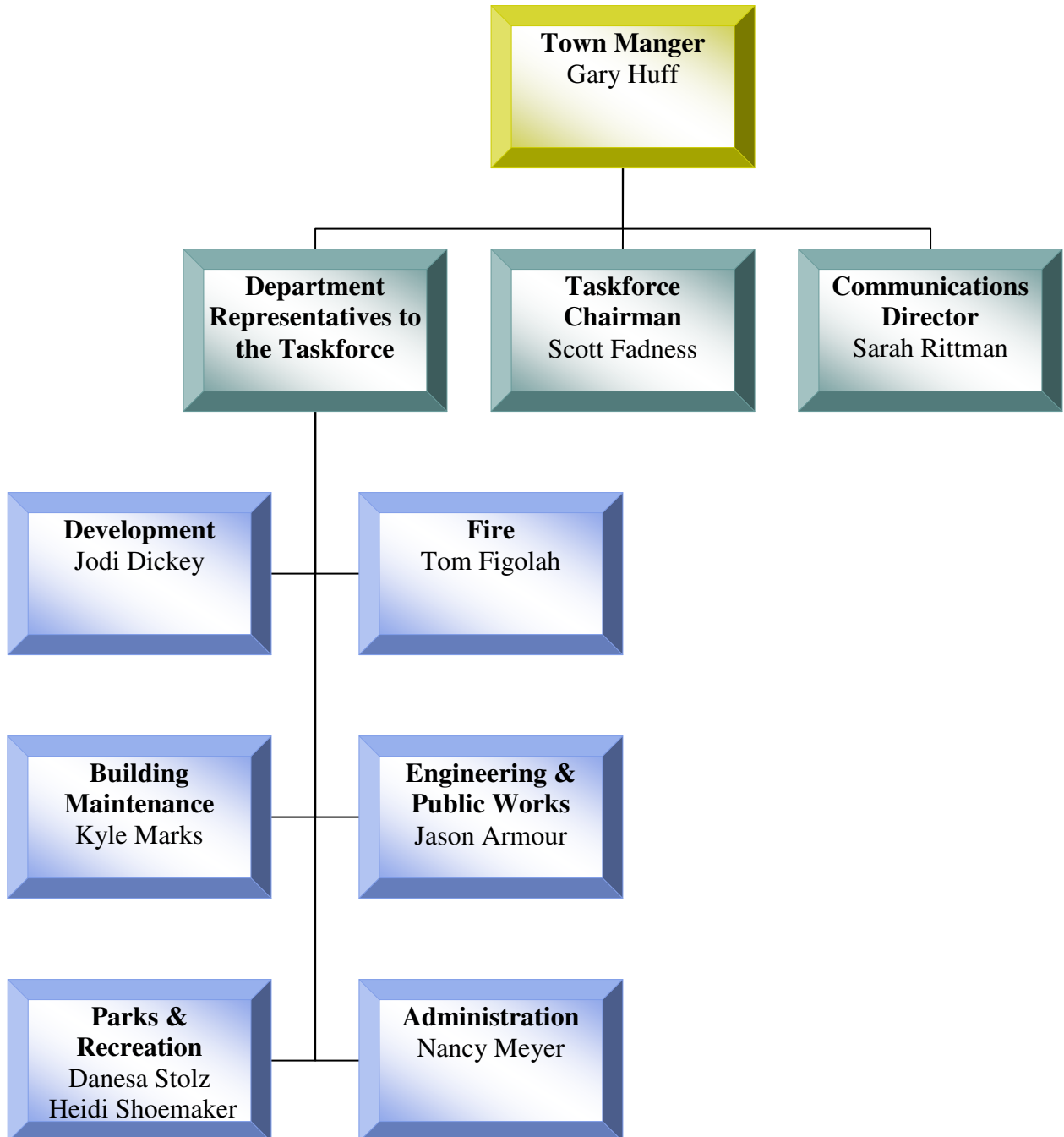
Communications Director

The Communications Director is responsible for communicating the taskforce's initiatives to the Town's employees as well as to the general public. The Communications Director will work with the taskforce to develop monthly "green" content for the Town newsletter, develop a video for the Town's Web site, and facilitate interdepartmental communications.

Taskforce Committee Members

The individual taskforce members are responsible for working with their respective departments to implement the committee's initiatives. The members will also serve as an internal auditing mechanism to ensure the committee is meeting the goals and benchmarks set forth in the Quality of Life Plan.

CLEAN Community Program Organizational Chart





III. Environmental Goals

Operation Activities

The taskforce was charged with identifying which Departments would be evaluated and the activities and operations of each chosen department that may affect the environment. The Departments that were chosen to participate were chosen because of their ability and willingness to evaluate and adapt their operations in order to mitigate their affect on the environment. The following list contains the participating departments and their internal operations and activities:

Engineering & Public Works

General office activities; computer, telephone, and copy machine use; purchasing; construction plan review and site inspection; drainage, street, storm and sanitary sewer complaints and inspection; street and sewer repair; ROW mowing and management; street sweeping; storm water and floodplain management; coordination and management of new street design; snow plowing and street salting.

Fire Department

Office activities, purchasing, daily living activities (cooking, cleaning, station/yard maintenance), mechanic shop, public education, training, EMS/rescue/fire suppression.

Development Department

General office activities (computer use, copying, telephone, etc.), preparing written documents and presentation materials, assisting the general public, providing technical assistance to internal and external agencies, reviewing development plans and preparing technical reports, ordinance creation, revision, and updates, budgeting, policy determination and implementation. Staff support to Town Council, Board of Zoning Appeals, and Advisory Plan Commission.

Parks & Recreation

General office activities, general purchasing, environmental education, recreational programming, special events, development and production of outreach initiatives and marketing projects, natural areas land management, athletic field maintenance, general grounds keeping, facility and building maintenance, park development, land acquisition, staff support to Town Council and Parks Advisory Committee.



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Building Maintenance

Office Activities, Budgeting, Purchasing, Disposal of surplus items (Old office equipment, etc.), Maintenance Shop, Building Maintenance (Foundation to Roof including light bulb, ballast replacement & disposal, electrical, HVAC, plumbing, carpentry, drywall, etc.) Utility Management (energy conservation, infrastructure improvements), Support for 9 Town Departments & 3 Non- Town entities.

Town Manager's Office

Office activities, communication, education and outreach, purchasing, policy development.

IV. Identifying Aspects & Impacts

The committee works to identify the operations and activities of each department, and then works to identify the aspects and impacts of each of these operations with the help of IDEM's representatives. Much of this analysis is done through site visits and the use of IDEM's *Environmental Impacts for Municipal Operations Database*. Any impact areas that the committee feels are not represented are added, and items listed that did not pertain are taken off the list.

V. Prioritizing Aspects

After all operations and their associated impacts are identified, the committee works to prioritize each of the areas of impact. To do so, the taskforce structures a system to measure the overall importance of each aspect and impact.

The system consists of four measurement criteria that the taskforce has selected as important measurements. The taskforce spent a substantial amount of time defining what measurements they felt are important to use.

- Severity or degree of impact
- Solid waste generation
- Pollution prevention opportunity
- Legal requirements

The measurement scale is from one to five. The taskforce defines and articulates what each number represents along the continuum. The committee utilizes the following numbers and definitions.

1. No impact, solid waste generation, pollution prevention opportunity
2. Minor impact, solid waste generation, pollution prevention opportunity
3. Moderate impact, solid waste generation, pollution prevention opportunity
4. Serious impact, solid waste generation, pollution prevention opportunity



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5. Extreme impact, solid waste generation, pollution prevention opportunity

Legal requirements were prioritized using a modified measurement scale.

- 1.** No legal requirement
- 5.** Legal requirement

The taskforce met several times over the course of three to four weeks to rank each of the impacts and aspects identified. When ranking aspects, the group tries to view each item objectively and consistently. Each impact and aspect measurement are totaled to derive a total priority number. These numbers are then ranked to find the highest priority impacts and aspects. Any aspect given a ranking score of 15 is determined as significant, as those aspects ranked among the most severe to the environment, generated the largest amount of solid waste, needed to meet regulatory requirements, or had a high potential for pollution prevention opportunities. See Attachment B for a list of prioritized aspects and impacts.

VI. Five Environmental Pillars

The group identified five environmental pillars to form the foundation of the group's actions over the next three years. These pillars were derived from finding common, recurring themes that were present throughout all of the aspects and impacts. Each pillar has an action plan associated with it. This action plan has measurable objectives for the group to use in implementing the Quality of Life Plan.

Pillar 1: Reduce Resource and Energy Use

Pillar 2: Reduce Solid Waste

Pillar 3: Encourage Sustainable Land Use

Pillar 4: Encourage Environmental Design Standards

Pillar 5: Eco-Purchasing of Chemicals and Fertilizers

See Attachment C for the corresponding Action Plan for each pillar.

VII. Implementation and Operation Procedures

Document Management & Control:

All documents pertaining to the taskforce committee and their respective initiatives will be stored in the Town's document management system. Records for all departments are stored and accessed through this centralized, electronic system. The master copy of the Quality of Life Plan will be made available for all Town employees to read through the document management system; however, the only



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individuals with the ability to modify or alter the documents will be taskforce members. In addition to the Quality of Life Plan, any document used to track the results of the plan, such as energy consumption and recycling tonnage, will also be stored in the document management system.

Document Development

Revisions of any Standard Operating Procedure or Work Instruction as a result of a Quality of Life Plan action item will be initiated through the taskforce committee. The Town Manager must approve any suggested change in procedure, and all department heads will be notified of proposed and accepted changes as they occur during semi-monthly TEAM meetings. Once approved, changes will be made to the applicable Town procedure manual (safety manual, personnel manual, etc) and be disseminated accordingly.

Corrective Action

Taskforce members will be responsible for identifying environmental and pollution issues within their respective departments, particularly when municipal services or processes are modified or developed. Corrective action needed for ongoing environmental planning as it relates to new or modified services will be brought to the committee throughout the year as such issues arise. The committee will then evaluate the environmental impacts associated with these new and/or existing processes and services during the annual audit of the Quality of Life Plan. In addition, the taskforce will be responsible for making revisions to the Quality of Life Plan and its associated documents as needed.

Archiving Documents

In the event that a revision or addition to the Quality of Life Plan is needed, all changes will occur electronically in the Town's document management system. This system will allow each revision to be stored while displaying the most current at any given time. Revisions to the plan will be recorded in footnotes within the document as they are made; however, printed documents will not be controlled. A disclaimer is written in the plan to acknowledge this issue.

Record Keeping

Each department is responsible for tracking and maintaining records pertinent to their operations. All documents are kept in the Town's electronic document management system, which is backed up on the Town's server and also at a remote location.



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Legal and Regulatory Requirements

Legal requirements pertaining to the day-to-day operations of the Town of Fishers are the responsibility of each department head. Because of the technical nature of such legal issues, this responsibility must be decentralized and handled independently within each department. Each department head is responsible for monitoring any new State and Federal requirements associated with their area of service delivery through continuing education in their professional field, advice from outside consultants, and their involvement in various professional organizations and committees. Under the direction of the Town's legal counsel, department heads will make the necessary changes to their standard operating and permitting procedures to ensure that any new regulations are met.

Emergency Preparedness and Response Plans:

The Town of Fishers maintains an emergency response plan as well as a continuity of operations plan. The emergency response plan outlines the logistical strategies necessary during a disaster, while the continuity of operations plan identifies how Town operations will continue during and after a disaster strikes. The Town's emergency response preparedness program is maintained and supervised by the Fire Department's Division Chief, Jerry Nulliner at the Fire Station #1 Headquarters building located at Two Municipal Drive. Jerry ensures that all employees have received the appropriate level of emergency preparedness based on the National Incident Management System.

Periodic drills are run to ensure that department heads are aware of their responsibilities in the case of an emergency. They are conducted in the Town's emergency operations center, which provides a hub for technology and information sharing for those in charge during an emergency situation.

The Town's safety committee also contributes to the emergency operation program by developing, implementing, and maintaining a safety manual that states how an employee should react to emergency situations that may occur during the course of their work.

Following an emergency, an After Action Report is filed by Jerry Nulliner and distributed to department heads to evaluate the effectiveness of the response.

Potential Environmental Hazards

Each Department is required to designate an employee to maintain and update a list of chemicals purchased or used by the department. The chemical list can be found in each respective department, and as new chemicals are received they are added to



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the list. In addition to the chemical inventory list, each department is required to maintain and update MSDSs for each hazardous substance. MSDSs are readily available to all employees in their work areas. MSDSs are kept in a clearly labeled binder or folder in a central location in each department, and all employees are made aware of this location.

In the case of chemical spill or leak, general emergency procedures are listed on the MSDS in the spill or leak section. Employees are instructed to apply the appropriate absorbent material and then contact their immediate supervisor. Department heads are then contacted before disposal of the chemical to ensure it is properly handled.

Corrective Action

As the Town's environmental awareness program emerges, there may need to be adjustments made to the current emergency response procedures. The taskforce will work in concert with the Division Chief and the safety committee to review the Town's current policy and make the appropriate changes if needed. The changes that are made will be documented in the Town's document management system and will be communicated to the employees through the Town's Human Resources department.

When incidents and emergencies arise related to environmental performance, the taskforce will review the incidents under the direction of the Town Manager. The taskforce will use a corrective action sheet to identify the root cause of the problem, to determine steps necessary to remedy the problem, and to ensure that the problem has been fixed.

Employee Training

Through the employee safety manual, all Town employees are made aware of potential environmental hazards, ranging from hazardous spills to anthrax. The safety manual also explains how to handle and respond to such situations. All employees are given a copy of the safety manual in their new hire orientation, and each department keeps a copy in a centralized location that is easily accessible to all employees. In addition, specialized training on hazardous materials handling is completed in specific departments such as the Fire Department and the Wastewater Treatment Facility. Such training records are documented and maintained by the directors of those departments. Lastly, the Human Resources Department also ensures ongoing competence and awareness of all Town employees by an ongoing review of training opportunities. Trainings are made available to all Town



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employees each year on a variety of topics, which can include employee safety and environmental awareness.

Communication:

Communication is an integral facet of the Town's CLEAN Community Program. Without proper communication, the initiatives that have been articulated in this document would not reach fruition.

External Communication

The Communications Director, in coordination with the taskforce, will provide opportunities for the residents to learn about the Town's ongoing CLEAN initiatives. The end goal will be to have a CLEAN Web page on the Town's Web site. There will also be periodic correspondence relating to the Town's CLEAN initiatives in the Town's Newsletter. The Town will also respond to inquiries made by businesses, residents, or other external parties via the Town's online Citizen Action Center and through phone calls routed to the appropriate department personnel.

Internal Communication

The Communications Director, along with human resources and taskforce members, will be responsible for communicating the initiatives set forth in this document. Communication will also occur in the form of policy change. These changes will be identified and will be noted by the Human Resource Department and the department heads that are affected.

Information from upper management and between departments will be shared at bi-monthly TEAM meetings with department heads; any relevant information can be communicated within departments at weekly departmental staff meetings. Town-wide communication can also occur via the Town's email system.

VIII. Monitoring and Progress Review

Progress Audit and Review

The taskforce will be responsible for tracking and reporting on the progress of each initiative set forth in the Quality of Life Plan. Quarterly meetings will be held to report on the progress of these initiatives. Minutes will be kept of each meeting to record decisions and progress. Data gathered and entered into the taskforce's data sheets will be reviewed to monitor the taskforce's progress. These quarterly meetings will also allow the taskforce to adjust the Quality of Life Plan and its respective action plans according to the organization's current circumstances.



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Progress on the initiatives will be reported internally in Quarterly Progress Report Cards to the Town Manager and Department Directors to ensure continual improvement.

An internal audit will be conducted annually in September to track the progress and effectiveness of the current Quality of Life Plan. This audit will be done with the aide of IDEM's CLEAN programs check list and the advisement of IDEM's CLEAN representatives. The audit will include a comparison of all performance measurements to the baselines established for each active action plan. The audit will also look for evidence that the procedures identified in the Quality of Life Plan are being implemented and are effective for Fishers. Audit reports from previous years will be evaluated along with the current report to ensure continual improvement. The taskforce will assign a committee member to follow up on any deficiencies that are identified during the audit. The audit results will be reported to the Town Manager and disseminated to the Town Council. The results will also be reported to IDEM and included in IDEM's Annual Performance Report.

Along with the Quality of Life Plan itself, all audit results will be stored in the Town's document management system and will be available to all Town employees.

IX. Community & Business Outreach

The Town's philosophy in terms of community and business outreach is one of education and communication.

Environmental Performance

The Town of Fishers will establish a Web site which will allow the community and businesses of Fishers the ability to track the Town's progress. This web site will also have educational content for residents and business owners. To further the Town's relationship with the business community, the taskforce leader will be assigned as a liaison to the Fishers Chamber of Commerce.



ATTACHMENT A

Mission Statement Adopted through Resolution

ATTACHMENT B

Prioritized Impacts & Aspects

Aspects	Significance
Empty containers, packaging, paper towels, and personal protective equipment	15
Light bulbs and ballasts	15
Miscellaneous paper, plastic, metal, white-out, and packing materials	15
Miscellaneous solid and construction waste	15
New and old shingles, nails, flashing, and tar paper	15
Grass clippings and leaves	15
Electricity use	15
Land use (Brownfields, conservation)	15
Coordinate departmental efforts and minimize waste	15
Waste lead-acid batteries	14
Solid waste (grit, litter, leaves, and sweeper brushes)	14
Increased impermeable surface	14
Ink and toner cartridges for printers	14
Fuel, oil, and electricity use from vehicles and tools	13
Paints, stains, and solvents, and surface preparation	13
Fertilizers	13
Chemical cleaner	13
Metal parts (tire weights, wheels, brake drums, nuts, bolts, body parts, brackets)	13
Empty containers, packaging, and used personal protective equipment	13
Fertilizer or pesticide contaminated runoff	13
Labeling and signage	13
Pesticide/Herbicide Use	12
Contaminated tools, rags, or paper towels	12
Water flow in toilets and sinks	12
Soil erosion and storm water runoff	12
Litter	12
Water use and leaks	12
Wax strippers	12
Used tires	12
Mercury-containing thermostats and switches	11
Fuel leak from tank or appurtenances	11
Wellhead protection and storm water management	11
Freon	10



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Prioritized Impacts & Aspects, Continued

Vehicle impacts due to traffic flow	10
chemical treated lumber	10
Cleaners for paint equipment, asphalt trucks, or garage surfaces	10
Stored new and used solvents and cleaners	10
Water use and wastewater from clean up	10
Fluids in the filters	10
Salt or chemical for ice control	10
Painting street lights and other fixtures	9
Machinery use	9
Absorbents and hazardous waste from clean up	9
Above ground storage tank for fuel	9
Precipitation in secondary tank containment	9
Install and remove tanks	9
Drywall, tape, screws, joint compound, and nails	9
Evaporative loss	8
Infiltration into sewer lines	8
Contaminated snow	8
Oil-water mixture	8
Waste food-grade grease N/A	8
Aerosol cans	7
Roofing tars and caulks	7
Electronic waste (computers and televisions)	7
Prevention of backflows and cross connections	7
Dust, noise, and vibrations	6
Spilled or overused chemicals	6
Oil storage and delivery (leaking tanks and pipes)	6
Vehicle leaks and operating condition	6
Mulch	6
Food waste	6
Air emissions (Facilities)	5
Non-empty, no longer functional aerosol cans	5
Rechargeable batteries (Nickel cadmium and Lithium)	5
Replace doors, windows, hardware, and glass	5
Vehicle batteries	4
Potential backflow or cross connections	4
Dust and paint chips from sandblasting	3



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Prioritized Impacts & Aspects, Continued

Asbestos floor tiles, mastic, ceiling tiles, pipe wrap, siding, and flashing	3
Adhesives and solvents	3
Wastewater (septic, liquid food waste, cleaning waste)	3
Debris containing lead-based paint	3
Infiltration into water lines	3
Contaminated soil from excavation	3
Control air emissions	0
Lead-based and oil-based paints (n/a)	0
Playground equipment with lead-based paint (N/A)	0
Fluorescent lights	0
Lead pipes and solder (N/A)	0
Preservatives for specimens (N/A)	0
Waste agrochemicals (mis-mixed, excess mixed product, mis-stored, rinsate from cleaning equipment and empty containers)	0
Polychlorinated biphenyl (PCB)-containing ballasts, capacitors, transformers, and generators	0
Abandoned chemicals	0
Fire	0

Definitions of Ratings

Severity / Degree of Impact on the Environment
5 = Extreme impact
4 = Serious impact
3 = Moderate impact
2 = Minor impact
1 = No impact
Regulatory Requirement
5 = Regulatory requirement
1 = No regulatory requirement
Solid Waste Generation
5 = Extreme solid waste generation
4 = Serious solid waste generation
3 = Moderate solid waste generation
2 = Minor solid waste generation
1 = No solid waste generation
Pollution Prevention Opportunity / Alternatives Available
5 = Extreme P2 opportunity available
4 = Serious P2 opportunity available
3 = Moderate P2 opportunity available
2 = Minor P2 opportunity available
1 = No P2 opportunity available